



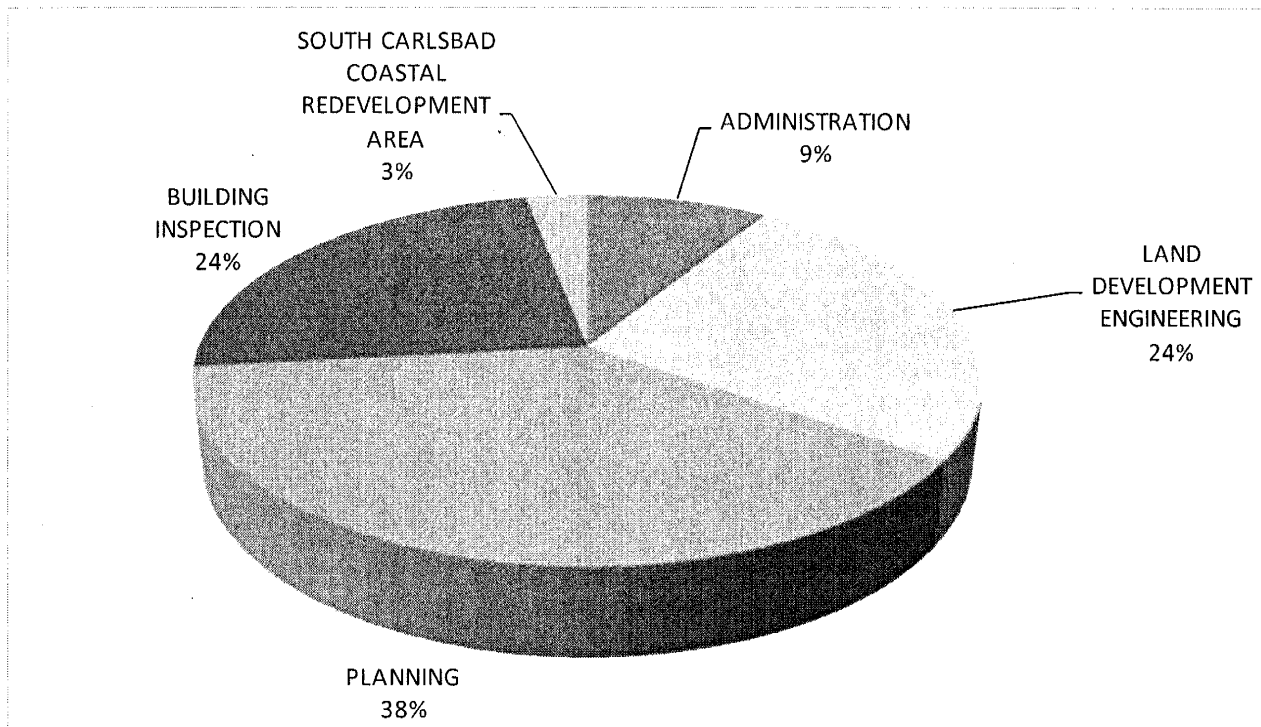
Comm Dev

**Community Development**

**PROGRAM:** COMMUNITY & ECONOMIC DEVELOPMENT  
**FUND:** VARIOUS  
**PROGRAM GROUP:** COMMUNITY & ECONOMIC DEVELOPMENT

**SUMMARY**

	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 BUDGET	2011-12 BUDGET
PERSONNEL	\$6,551,675	\$6,202,085	\$6,046,618	\$5,874,489
MAINTENANCE & OPERATIONS	1,816,759	3,151,609	1,583,729	1,477,327
CAPITAL OUTLAY	1,072	284	0	0
GRAND TOTAL	\$8,369,506	\$9,353,978	\$7,630,347	\$7,351,816
<b>FULL TIME POSITIONS</b>	<b>56.00</b>	<b>56.00</b>	<b>54.00</b>	<b>50.00</b>
<b>HOURLY/FTE POSITIONS</b>	<b>2.50</b>	<b>2.50</b>	<b>3.00</b>	<b>3.00</b>



**PROGRAM:** ADMINISTRATION  
**FUND:** GENERAL  
**PROGRAM GROUP:** COMMUNITY & ECONOMIC DEVELOPMENT

ACCT NO. 0013010

	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 BUDGET	2011-12 BUDGET
PERSONNEL	\$1,232,146	\$1,125,474	\$640,417	\$540,168
MAINTENANCE & OPERATIONS	364,912	318,364	82,438	69,544
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$1,597,058	\$1,443,838	\$722,855	\$609,712
FULL TIME POSITIONS	6.00	6.00	4.90	3.90
HOURLY/FTE POSITIONS	0.00	0.00	0.00	0.20

### MISSION STATEMENT:

We are committed to helping people build a strong community by guiding and facilitating high quality projects, preserving the environment, and providing for, and maintaining a strong economic and employment base.

### PROGRAM ACTIVITIES:

The Community & Economic Development Department (CED) administration assists divisions within the department in accomplishing goals by removing roadblocks, coordinating between divisions with competing or conflicting priorities, and managing resource allocation and other support efforts. The Community & Economic Development Director serves as a member of the city's Leadership Team. The Community & Economic Development Director is also a team leader for Envision Carlsbad.

### KEY ACHIEVEMENTS FOR 2010-11:

- Completed Task 1 of the Phase 2 work program of Envision Carlsbad. This included completing all six working papers and conducting a public review of each paper with the EC<sup>3</sup> Citizens Committee. A public workshop on the barrio area as well as a memo describing the results of the workshop was also completed.
- Completed outreach with Car Country Working Group and presented Summary Recommendations Report to the City Council.
- Initiated new streamlined process for retaining wall plancheck review.
- Created a new Economic Development Manager position and recruited and hired position.
- Completed the implementation of all 48 recommendations of the Development Review Process Working Group Summary Recommendations Report.
- Transitioned certain Storm Water inspections to the Building Division.
- Water Efficient Landscape Ordinance adopted.
- New General Commercial Land Use designation adopted.
- Transitioned Code Enforcement to Housing & Neighborhood Services.

**KEY GOALS FOR 2011-12:**

Top-Quality Services

- Continue to improve performance measures for all CED Divisions and participate in the Performance Measurement Resource Team.
- Initiate implementation of the recommendations of the Car Country Carlsbad Working Group Summary Recommendations Report.
- Streamline department operations to ensure a balanced budget and the most efficient use of resources.

Balanced Community Development

- Implement the Habitat Management Plan (HMP).
- Implement affordable housing projects in the city.

Parks/Open Space/Trails

- Continue to monitor citywide open space acquisition, consistent with the city's Growth Management Plan.
- Create new coastal land for recreation and economic development by assisting in completing the land exchange with the state for the Manzano property and realigning Carlsbad Boulevard.

Environmental Management

- Continue to be stewards of the environment by administering the California Environmental Quality Act (CEQA) and Title 19 for the entire city.

Communication

- Continue to enhance the Community & Economic Development Department portions of the city's website.
- Provide opportunities for increased organizational, local business, and citizen awareness of demographics and economic, business, and employment data via the city's website and informational bulletins.

Learning

- Continuity of Community & Economic Development leadership through Strategic Planning.
- Provide specialized staff training as needed.

Citizen Connection and Partnership

- Continue Phase II of Envision Carlsbad, continuing the work with EC<sup>3</sup> Committee involvement.
- Increase awareness of the development permit issuance process, including the role of the development services manager as a single point of contact for businesses to assist them through the permit issuance process.

**SIGNIFICANT CHANGES:**

- Senior Management Analyst position was eliminated. Salary from this position was used to create a new Economic Development Manager position. The Economic Development Manager position was recruited and filled.

**PROGRAM: ECONOMIC DEVELOPMENT**  
**FUND: GENERAL**  
**PROGRAM GROUP: COMMUNITY AND ECONOMIC DEVELOPMENT**

ACCT NO. 0013020

	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 BUDGET	2011-12 BUDGET
PERSONNEL	\$0	\$0	\$0	\$189,565
MAINTENANCE & OPERATIONS	0	0	0	12,980
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$0	\$0	\$0	\$202,545
FULL TIME POSITIONS	0.00	0.00	0.00	1.00
HOURLY/FTE POSITIONS	0.00	0.00	0.00	0.00

**MISSION STATEMENT:**

Strengthen the city's strong and diverse economy, supporting local businesses, attracting new businesses in targeted industries and solidifying the city's position as a key employment hub.

**PROGRAM ACTIVITIES:**

The Economic Development Division administers the city's economic development activities that include efforts to attract new businesses to the city and to retain and expand existing businesses. Economic Development also develops and implements promotional and marketing materials, provides economic and demographic information, and acts as the liaison to the business community.

**KEY ACHIEVEMENTS FOR 2010-11:**

- Developed, recruited, and filled the newly created Economic Development Manager position.
- Issued grading and/or building permits for the construction of the Hilton Carlsbad Beachfront Resort & Spa, Isis Pharmaceuticals, Mercedes Benz of Carlsbad, Jaguar/Land Rover, Life Technologies remodel, Forum Shops; H & M and Urban Outfitters.
- Received discretionary approval for Palomar Commons and Jaguar/Land Rover.
- Attracted BREG and Anchor Audio.
- Opened Paseo Carlsbad, Jaguar/Land Rover temporary sales facilities, Petco Unleashed and Chase Bank.
- Completed 20 business attraction meetings, 15 business retention and 3 business outreach meetings.
- Developed Economic Development "marketing messages" and updated the related city website pages.

**KEY GOALS FOR 2011-12:**

- Develop/implement strategies to attract, retain, and expand businesses in Carlsbad, with a focus on collaboration with the business community.
- Provide opportunities for increased organizational, local business, and citizen awareness of demographics and economic, business, and employment data via the city's website and informational bulletins.
- Develop and implement a business outreach protocol focusing on attracting the most desirable missing business segments in the city.
- Identify and monitor progress of development projects that provide economic benefit to the city.
- Partner with property owners in the Village to assist in creating a "Main Street" type program to spur local investment and foot traffic.
- Streamline city processes for faster and more efficient handling of business requests and services.
- Expand the amount and quality of useful city information available to businesses.
- Realign Carlsbad Boulevard by completing the land exchange with the state for the Manzano property.

**SIGNIFICANT CHANGES:**

- The Economic Development Manager position was created and the budget associated with economic development activities was transferred to this division.

**PROGRAM:** LAND DEVELOPMENT ENGINEERING  
**FUND:** GENERAL  
**PROGRAM GROUP:** COMMUNITY & ECONOMIC DEVELOPMENT

ACCT NO. 0013110

	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 BUDGET	2011-12 BUDGET
PERSONNEL	\$1,294,701	\$1,332,353	\$1,449,732	\$1,479,226
MAINTENANCE & OPERATIONS	320,800	250,422	399,638	366,707
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$1,615,501	\$1,582,775	\$1,849,370	\$1,845,933
<b>FULL TIME POSITIONS</b>	<b>12.00</b>	<b>12.00</b>	<b>12.00</b>	<b>12.00</b>
<b>HOURLY/FTE POSITIONS</b>	<b>0.00</b>	<b>0.00</b>	<b>0.50</b>	<b>0.50</b>

### MISSION STATEMENT:

The Land Development Engineering Division's mission is to serve Carlsbad residents, business owners and developers by encouraging robust and creative engineering solutions on development projects.

### PROGRAM ACTIVITIES:

#### Discretionary Review of Development Projects

- Provide technical support in a timely and efficient manner. Ensure consistency of all development proposals with the city's engineering standards and subdivision ordinance, state stormwater ordinances and Map Act requirements, and good engineering practice.

#### Planchecking of Development Projects

- Provide plancheck services for grading plans, improvement plans, final maps, parcel maps, easements and other construction drawings. Check for consistency with engineering standards. Coordinate with other departments and divisions to provide comprehensive multi-disciplinary review.

#### Manage Development Projects

- Manage the various engineering-related aspects to projects as they develop construction drawings. Review conditions of approval, prepare securities, improvement agreements, deeds, hold harmless and other agreements. During construction serve as resource to project inspector. Coordinate post-construction project closeout.

#### Customer Service/Public Information

- Provide the highest level of customer service at the Development Services counter, providing engineering information, and the processing of administrative permits.

#### Maintain City Engineering Standards

- Practice continuous incremental improvement of standards and procedures, always looking for ways to identify additional efficiencies in procedures. Draft code changes to reflect revised procedures or to clarify existing best practices. Monitor changes in state laws pertaining to development and implement these changes in city standards.

### **KEY ACHIEVEMENTS FOR 2010-2011:**

- Completed review and conditioning of over 80 new project applications, including Fairfield Inn & Suites, Davidson Nano Brewery, South Coast Materials Quarry Reclamation, La Costa Oaks Neighborhood 3.1, Sea Breeze Villas, Moonstone/Levatino Townhomes and Floaties Aquatic Center.
- Completed over 400 individual discretionary project application review cycles, including Robertson Ranch West Village, Plaza Camino Real, Dos Colinas, Legoland Hotel and Legoland Waterworks.
- Completed planchecking of over 80 individual new drawing submittals comprising over 250 sheets.
- Completed over 300 individual plancheck cycles comprising over 1200 sheets.
- Tracked changes to storm water regulations; representing Carlsbad on county-wide committees.
- Implemented Development Review Process (DRP) initiatives, including:
  - ✓ Revised the municipal code to allow greater refunds when projects withdrawn.
  - ✓ Revised the municipal code to extend the life of grading plans, improvement plans, and grading permits.
  - ✓ Revised the municipal code to create a minor grading permit process.
  - ✓ Revised the Substantial Conformance Exhibit policy to be more flexible and less prescriptive.
  - ✓ Revised the municipal code to streamline the Vesting Tentative Map process.
- Transferred retaining wall approvals to be included on grading plans, no separate permit required.
- Reduced outside planchecking costs from over \$200,000 in 2008-2009 to \$0 in 2010-2011, through the use of in-house staff.
- Prepared workflow analysis of building plancheck process.
- Streamlined final map signature process so that it is now internal to Land Development Engineering.
- Exceeded customer service goals for turnaround time and number of reviews.

### **KEY GOALS FOR 2011-2012:**

#### Continuous Incremental Improvement

- Ensure that all development projects are consistent with City of Carlsbad Engineering Standards.
- Continue to refine all procedures and systems to ensure the efficient processing of all projects.
- Refine implementation of revised SUSMP and hydromodification standards in new development.
- Manage a technical study to analyze alternate hydromodification implementation.
- Manage the preparation of studies to define hydromodification exemption areas.
- Implement code revisions to consolidate processing of tentative map extensions and minor subdivisions by the Planning Division.

### **SIGNIFICANT CHANGES:**

None

**PROGRAM: LAND USE PLANNING & PLANNING COMMISSION**  
**FUND: GENERAL**  
**PROGRAM GROUP: COMMUNITY & ECONOMIC DEVELOPMENT**  
ACCT NO. 0013210/0013220

	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 BUDGET	2011-12 BUDGET
PERSONNEL	\$2,438,351	\$2,326,153	\$2,471,303	\$2,420,270
MAINTENANCE & OPERATIONS	649,368	1,043,823	414,843	387,814
CAPITAL OUTLAY	1,072	0	0	0
GRAND TOTAL	\$3,088,791	\$3,369,976	\$2,886,146	\$2,808,084
<b>FULL TIME POSITIONS</b>	<b>24.00</b>	<b>24.00</b>	<b>22.50</b>	<b>21.50</b>
<b>HOURLY/FTE POSITIONS</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>0.80</b>

**MISSION STATEMENT:**

The Planning Division's mission is to help guide the planned physical development of the city in a manner that enhances the quality of life for its citizens.

**PROGRAM ACTIVITIES:**

Review of Development Projects

- Provide technical support to the Planning Commission and City Council in a timely and efficient manner, Ensure consistency of all development proposals with the city's general plan, zoning, subdivision, Local Coastal Program, and environmental ordinances. Update development standards as needed. Ensure the efficient processing, including environmental clearance for city CIP projects.

Preparation of Special Studies and Policy Review

- Prepare special studies relating to land use as directed by the City Council. Provide advice to the City Council and Planning Commission regarding policy matters related to planning and development in the city. Represent the city in regional planning matters at SANDAG and advising the City Council representative to the SANDAG board and committees.

Implementation of General Plan and Growth Management Plan

- Ensure that all new planning programs and development projects are consistent with the goals, policies and objectives of the General Plan, and the performance standards of the Growth Management Plan.

Customer Service/Public Information

- Provide the highest level of customer service at the Development Services Counter in providing planning and zoning information, review of building permits, and the processing of administrative permits.

**KEY ACHIEVEMENTS FOR 2010-2011:**

- Completed several tasks of the Phase 2 work program of Envision Carlsbad which is a project to update the General Plan, Local Coastal Program, and Zone Code. This included completing all six working papers and conducting a public review of each paper with the EC3 Citizens Committee. A public workshop on the barrio area as well as a memo describing the results of the workshop was also completed.
- Processed numerous permits for city capital projects including park, sewer, water, drainage, and road projects.
- Completed Customer Satisfaction Survey and received the highest ratings to date.
- Drafted ordinance and text revisions as part of planned amendments to the General Plan, Zoning Ordinance, and other documents to implement part or all of various Housing Element Programs including 2.1, 2.3, 3.13, and 3.14.
- Extended the moratorium on Energy Generating Facilities in the Coastal Zone. Prepared an RFP to select an environmental consultant to prepare an environmental impact report evaluating land use changes on the Encina Power Station property and new city regulations for power generating facilities.
- Participated on the SANDAG Regional Planning Technical Working Group in the Regional Housing Needs Assessment allocation process as well as development of the Regional Transportation Plan.
- Completed the permitting of the Palomar Commons (Lowe's) project.
- Completed the processing of permits for the Quarry Creek Reclamation Plan.
- Prepared ordinance and plan changes for the implementation of Proposition D – Cannon Road Agricultural and Open Space Lands.
- Review and commented on the EIR/EIS for the Interstate 5 North Coast Corridor Project and coordinated with Caltrans and other state agencies.

**KEY GOALS FOR 2011-2012:**

Top Quality Services

- Complete significant progress on Phase 2 of the Envision Carlsbad Project to update the General Plan, Local Coastal Program, and Zone Code.
- Continue to review all procedures and systems to ensure the efficient processing of all projects.
- Provide strategic advice regarding land use and long-term planning in the city.
- Assume responsibility for the review of projects in the Village.
- Complete the updating of the Landscape Manual.
- Prepare amendments to various documents including the General Plan to be consistent with the McClellan-Palomar Airport Land Use Compatibility Plan.
- Complete all city processing steps for the Land Use Decision Making Process Zone Code Amendment.
- Process the Master Plan and Environmental Impact Report for the Quarry Creek project.
- Review and process amendments to the Carlsbad Research Center Specific Plan.
- Process entitlements for the West Village of Robertson Ranch.

**SIGNIFICANT CHANGES:**

- 1 Assistant Planner position was eliminated.

**PROGRAM: BUILDING**  
**FUND: GENERAL**  
**PROGRAM GROUP: COMMUNITY & ECONOMIC DEVELOPMENT**

ACCT NO. 0013610

	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 BUDGET	2011-12 BUDGET
PERSONNEL	\$1,510,622	\$1,349,365	\$1,382,640	\$1,137,545
MAINTENANCE & OPERATIONS	445,727	394,835	592,957	557,538
CAPITAL OUTLAY	0	284	0	0
GRAND TOTAL	\$1,956,349	\$1,744,484	\$1,975,597	\$1,695,083
<b>FULL TIME POSITIONS</b>	<b>14.00</b>	<b>14.00</b>	<b>14.00</b>	<b>11.00</b>
<b>HOURLY/FTE POSITIONS</b>	<b>1.50</b>	<b>1.50</b>	<b>1.50</b>	<b>1.50</b>

**WORK PROGRAM:**

The Building Division reviews applications for building permits, routes applications to applicable departments, issues permits, and inspects structures under construction for compliance with California Building Code Regulations.

**PROGRAM ACTIVITIES:**

- Receipt of building permit applications, coordination of building permit approvals, issuance of building permits, inspection of new and remodeled structures, and related code enforcement activities.

**KEY ACHIEVEMENTS FOR 2010-11:**

- Adopt/implement the latest editions of the California Building, Fire, Energy Code and Green Building Standards.
- Issued 2,600 permits valued at over \$151 million for various types of construction projects.
- Performed over 19,500 various combination building inspections and maintained a policy of providing inspections by the next working day.
- Performed final building inspections on over 260 dwelling units.
- Provided convenient over the counter expedited plan review.
- Answered over 3,000 incoming calls for information from Code Enforcement Staff.
- Proactively removed over 1,300 illegal signs from the public right of way.
- Performed over 4,320 Code Enforcement inspections.
- Officers managed over 802 open Code Enforcement cases.
- Implemented and coordinated the transition of the Code Enforcement Division to the Housing and Neighborhood Services Department.

**KEY GOALS FOR 2011-12:**

Top Quality Services

- Respond to 95% of requests for field inspections the next working day by using a priority based system for inspection requests based on geographic routing, proactive inspection scheduling and effective project management.
- Increase number of in house plan reviews for less complex and over-the-counter building projects.
- Provide staff development training for each employee in newly adopted California Building Codes and Storm Water regulations.
- Implement and coordinate an interdepartmental program to allocate Construction Management and Building Inspection staff to ensure a more efficient use of time and resources.
- Develop new, more accurate Building Division performance measures to evaluate and improve staff resource allocation.
- Monitor customer service satisfaction surveys to improve Building Division's effectiveness and performance
- Implement cross training and coordination within and across citywide divisions to improve staff allocation and efficiencies.
- Implement improvements to the Automatic Fire Sprinkler plan review and inspection process for greater efficiencies and increased customer service

**PROGRAM:** BUILDING  
**FUND:** GENERAL  
**PROGRAM GROUP:** COMMUNITY & ECONOMIC DEVELOPMENT

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ACCT NO. 0013610

**KEY GOALS FOR 2011-12 (continued):**

- Maximize use of existing and available low cost and smart PDA software technology

**SIGNIFICANT CHANGES:**

- 1 Senior Office Specialist was eliminated. Salary from this position was used to create a new Economic Development Manager Position.
- Decrease in budget due to the transfer of code enforcement duties, including 2 Code Enforcement Officers to the Housing and Neighborhood Services Department.

**PROGRAM: SOUTH CARLSBAD COASTAL REDEVELOPMENT AREA**  
**FUND: REDEVELOPMENT AGENCY**  
**PROGRAM GROUP: COMMUNITY & ECONOMIC DEVELOPMENT**

ACCT NO. 8102420

	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 BUDGET	2011-12 BUDGET
PERSONNEL	\$75,855	\$68,740	\$102,526	\$107,715
MAINTENANCE & OPERATIONS	35,952	1,144,165	93,853	82,744
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$111,807	\$1,212,905	\$196,379	\$190,459
FULL TIME POSITIONS	0.00	0.00	0.60	0.60
HOURLY/FTE POSITIONS	0.00	0.00	0.00	0.00

**MISSION STATEMENT:**

Assisting property owners in redeveloping their property in a manner that strengthens the economic base, enhances the commercial and coastal recreational opportunities, and increases the public access and open space amenities of the Project Area and the community.

**PROGRAM ACTIVITIES:**

Implement Redevelopment Plan for South Carlsbad Coastal Redevelopment Area

- Provide funding for the potential realignment of Carlsbad Boulevard, which may yield excess property that could provide for public coastal commercial and recreational facilities and/or development of cultural facilities or other public facilities.
- Revitalize, redevelop, and/or generally clean up the Ponto Area.
- Enhance commercial and recreational functions/activities in the Redevelopment Area and increase parking and open space amenities.

**KEY ACHIEVEMENTS FOR 2010-11:**

- Issued grading and building permits for the construction of the Hilton Carlsbad Beachfront Resort and Spa.
- Adopted the 2011-2015 Five-Year Implementation Plan and 2011-2020 Ten-Year Housing Compliance Plan for the South Carlsbad Coastal Redevelopment Area.
- Initiated a memorandum of understanding (MOU) with the State Parks Department to exchange lands for the purpose of enhancing recreational, open space and economic opportunities in the Redevelopment Area.
- Initiated a selection process for professional design and consulting services for the Carlsbad Boulevard Realignment project and proposed land exchange with the state of California.

**KEY GOALS FOR 2011-12**

Balanced Community Development

- Continue to facilitate development proposals within the Redevelopment Area.
- Initiate and implement a Ponto neighborhood cleanup/enhancement effort.
- Issue Certificate of Occupancy for the opening of Hilton Carlsbad Beachfront Resort and Spa.
- Execute MOU with State Parks to facilitate a land exchange; initiate design, environmental analysis and public outreach for the Carlsbad Boulevard Realignment project.

**SIGNIFICANT CHANGES:**

- None

**PROGRAM: HOUSING & NEIGHBORHOOD SERVICES**  
**FUND: VARIOUS**  
**DEPARTMENT: HOUSING & NEIGHBORHOOD SERVICES** **SUMMARY**

	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 BUDGET	2011-12 BUDGET
PERSONNEL	\$1,240,906	\$1,251,088	\$1,174,356	\$1,294,434
MAINTENANCE & OPERATIONS	8,953,897	9,845,095	8,980,179	8,636,235
CAPITAL OUTLAY	12,861	4,421,926	0	0
GRAND TOTAL	\$10,207,664	\$15,518,109	\$10,154,535	\$9,930,669
<b>FULL TIME POSITIONS</b>	<b>11.00</b>	<b>11.00</b>	<b>11.00</b>	<b>13.00</b>
<b>HOURLY/FTE POSITIONS</b>	<b>0.64</b>	<b>0.64</b>	<b>0.64</b>	<b>0.64</b>

**MISSION STATEMENT:**

Helping people achieve their dreams.

**PROGRAM ACTIVITIES:**

Housing

- Affordable housing development and financial assistance program
- Homebuyer assistance and other related assistance
- Rental assistance
- Minor home repair

Neighborhood Services

- CDBG/HOME Funding Program
- Community Activities Grant
- Storefront Improvement Grant Program
- Volunteer Program
- Hiring Center
- Village Neighborhood Improvement/Enhancement Projects and Services
- Information and referrals
- Neighborhood Organization and Engagement Initiative
- Community Relations Program and Neighborhood Liaisons
- Code Enforcement

**SIGNIFICANT CHANGES:**

- Code Enforcement along with 2.0 FTE was transferred to Housing and Neighborhood Services as part of a citywide reorganization.

**PROGRAM: NEIGHBORHOOD SERVICES**  
**FUND: GENERAL FUND**  
**PROGRAM GROUP: HOUSING & NEIGHBORHOOD SERVICES** ACCT NO. 00125XX/  
0012910/1502810/0012530

	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 BUDGET	2011-12 BUDGET
PERSONNEL	\$258,748	\$258,447	\$231,789	\$319,328
MAINTENANCE & OPERATIONS	126,943	171,700	238,393	280,917
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$385,691	\$430,147	\$470,182	\$600,245
<b>FULL TIME POSITIONS</b>	<b>1.00</b>	<b>1.00</b>	<b>2.21</b>	<b>4.23</b>
<b>HOURLY/FTE POSITIONS</b>	<b>0.18</b>	<b>0.18</b>	<b>0.18</b>	<b>0.20</b>
GENERAL FUND	\$356,691	\$390,147	\$430,182	\$550,245
SPECIAL REVENUE	29,000	40,000	40,000	50,000
TOTAL FUNDING	\$385,691	\$430,147	\$470,182	\$600,245

**MISSION STATEMENT:**

Serving to engage and connect the community, its neighborhood, and its people in the development and implementation of programs which provide for affordable housing and help strengthen neighborhoods through partnerships and collaboration to improve or enhance the quality of life and sense of community within Carlsbad.

**PROGRAM ACTIVITIES:**

Code Enforcement

- Assist residents and provide expertise regarding zoning, housing, building and miscellaneous Municipal Code inquiries.

Community Funding

- Assist winning teams and special events that benefit the community of Carlsbad.

Community Relations Program and Neighborhood Liaisons

- Coordinate programs to meet the needs of our diverse community.
- Provide a central point of contact between residents and city government.
- Coordinate neighborhood service interdepartmental response teams.

Employment Hiring Center

- Administer contract and work with contractor to provide a hiring center to assist day laborers in obtaining employment.

Neighborhood Organization and Engagement Initiative

- Assist residents and/or business owners to create neighborhood organizations/associations to assist with enhancement and/or problem-solving.
- Engage neighborhood leaders in enhancement efforts.
- Assist residents/business owners to address neighborhood issues and concerns.

Volunteer Program

- Recruit and coordinate volunteer services.
- Match volunteers with appropriate programs and projects to allow for community problem solving and extension of city services.
- Encourage an environment of volunteerism throughout the community.

**PROGRAM:** NEIGHBORHOOD SERVICES  
**FUND:** GENERAL FUND  
**PROGRAM GROUP:** HOUSING & NEIGHBORHOOD SERVICES

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ACCT NO. 00125XX/  
0012910/1502810/0012530

### **KEY ACHIEVEMENTS FOR 2010-11**

- A total of 941 day laborers were placed into jobs by the Hiring Center.
- Created two successful community events for all residents to enjoy in the Village Area.
- Implemented cross training within divisions to improve staff allocation and efficiencies.
- In partnership with Code Enforcement, developed a community based mediation solution team, staffed by volunteers, to assist in neighborhood disputes.
- The volunteer program demonstrated a net financial benefit to the city valued at a record breaking \$2 million. This generous gift of service was provided by 2,015 volunteers donating 105,185 hours of time.

### **SIGNIFICANT CHANGES:**

- As a result of the city's realignment efforts, the Code Enforcement division has transferred from Community & Economic Development to Housing & Neighborhood Services. This included the transfer of 2.0 FTE Code Enforcement Officer positions. Of the 2.0 FTE Code Enforcement Officer positions, 1.0 FTE has been unfunded in the FY 2011-12 budget.
- Increase of .02 full-time FTE and .02 hourly FTE to accommodate realignment of job responsibilities within the department.

**PROGRAM:** AFFORDABLE HOUSING  
**FUND:** HOUSING TRUST FUND  
**PROGRAM GROUP:** HOUSING & NEIGHBORHOOD SERVICES ACCT NO. 1332621

	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 BUDGET	2011-12 BUDGET
PERSONNEL	\$265,646	\$260,302	\$200,991	\$231,528
MAINTENANCE & OPERATIONS	167,262	229,663	299,586	242,052
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$432,908	\$489,965	\$500,577	\$473,580
FULL TIME POSITIONS	3.14	3.14	1.88	2.27
HOURLY/FTE POSITIONS	0.08	0.08	0.12	0.00

### MISSION STATEMENT:

Helping people achieve their dreams.

### PROGRAM ACTIVITIES:

#### Affordable Housing Programs

Provide staff support to implement the various affordable housing programs as set forth within the city's housing element including:

- Mortgage Credit Certificate Program (MCC).
- Provide staff support to the Housing Commission.
- Participate in the San Diego Regional Housing Task Force.
- Down Payment and Closing Cost Assistance Program
- Minor Home Repair Program
- Development of new opportunities for affordable housing.

#### Affordable Housing Financial Assistance

- Negotiate and prepare financial assistance and loan documents for construction of single- and multi-family affordable housing projects.

#### Inclusionary Housing

- Implement the Inclusionary Housing Ordinance by providing information to developers, the public, and city staff on the requirements of the ordinance.
- Negotiate and prepare affordable housing agreements.
- Monitor the development and operation of affordable housing developments.
- Assist with development of affordable housing from concept to construction.

	Actual 07-08	Actual 08-09	Actual 09-10	Est. 10-11
<b>WORKLOAD STATISTICS:</b>				
• Affordable Housing Units Approved:	104 units	40 Units	50 Units	0 Units
• Affordable Housing Units Completed:	168 units	90 Units	6 Units	5 Units
• Financial Assistance to Affordable Housing Projects:	\$1,932,000	\$1,014,000	\$3,750,000	\$525,000

### SIGNIFICANT CHANGES:

- An increase of 0.39 in allocated full-time FTE and a decrease of .12 hourly FTE to appropriately reflect workload and organizational realignment activities among divisions within HNS.

**PROGRAM:** RENTAL ASSISTANCE  
**FUND:** HUD SECTION 8 HOUSING  
**PROGRAM GROUP:** HOUSING & NEIGHBORHOOD SERVICES ACCT NO. 190XXXX

	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 BUDGET	2011-12 BUDGET
PERSONNEL	\$405,234	\$410,591	\$422,880	\$430,083
MAINTENANCE & OPERATIONS	5,753,185	5,840,460	6,155,797	6,192,399
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$6,158,419	\$6,251,051	\$6,578,677	\$6,622,482
FULL TIME POSITIONS	4.25	4.25	4.25	4.30
HOURLY/FTE POSITIONS	0.30	0.30	0.34	0.30

### MISSION STATEMENT:

Helping people achieve their dreams.

### PROGRAM ACTIVITIES:

#### Section 8 Tenant-Based Rental Assistance

- Provide federal funding to subsidize rents for extremely low-income and very low-income households.
- Assist low-income households in the community to access rental housing that is decent, safe, and sanitary.
- Ensure program is being administered in compliance with federal regulations, federal guidelines, the Carlsbad Administrative Plan, and the Public Housing Agency (PHA) Plan.
- Achieve and maintain a lease rate that effectively utilizes funding allocation.

#### Family Self-Sufficiency

- Designed to enable unemployed, under-employed or under-educated low-income families to achieve economic independence from welfare.
- Assist families in identifying barriers to becoming self-sufficient.
- Provide guidance to the family to establish a five-year goal and plan.
- Coordinate needed support services and act as an advocate on behalf of the client.

### PERFORMANCE/WORKLOAD MEASURES:

- Maintain a Section Eight Management Assessment Program (SEMAP) ranking of "standard performer" or "high performer."
- Achieve and maintain a lease rate utilizing 98% of allocated funds.
- Update and revise Administrative Plan to adopt changes in federal regulations.
- Expand rental assistance knowledge by conducting community workshops, providing owner and participant educational opportunities, and conducting owner outreach presentations.

### KEY ACHIEVEMENTS 2010-11:

- Provided monthly rental assistance to approximately 600 very low and extremely low-income households.
- Received "High Performer" ranking under SEMAP.

### SIGNIFICANT CHANGES:

- Decrease of 0.04 hourly FTE and increase of 0.05 full-time FTE to accommodate realignment of job responsibilities among divisions within HNS.

**PROGRAM: COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG)**  
**FUND: CDBG ENTITLEMENT**  
**PROGRAM GROUP: HOUSING & NEIGHBORHOOD SERVICES**

ACCT NO. 391XXXX

	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 BUDGET	2011-12 BUDGET
PERSONNEL	\$76,884	\$76,753	\$74,364	\$80,285
MAINTENANCE & OPERATIONS	944,876	358,812	589,590	584,549
CAPITAL OUTLAY	12,861	63	0	0
GRAND TOTAL	\$1,034,621	\$435,628	\$663,954	\$664,834
<b>FULL TIME POSITIONS</b>	<b>0.61</b>	<b>0.61</b>	<b>0.59</b>	<b>0.60</b>
<b>HOURLY/FTE POSITIONS</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

**MISSION STATEMENT:**

Helping people achieve their dreams.

**PROGRAM ACTIVITIES:**

Administration of Community Development Block Grant Program (CDBG)

- Provide staff support to the CDBG Funding Advisory Committee and City Council in the selection process to identify activities to be included in the consolidated funding plan for the CDBG Program.
- Prepare a consolidated funding plan for submittal to U.S. Department of Housing and Urban Development (HUD).
- Ensure that documentation is maintained to meet guidelines established by HUD for continued CDBG funding.
- Monitor activities of grant sub-recipients to ensure that HUD and city requirements are met.
- Prepare Annual Performance and Evaluation Report for review and approval by City Council and HUD.

**PERFORMANCE MEASURES:**

- Hold four public meetings to review and obtain comments on the city's CDBG Program.
- Conduct selection process to identify a minimum of ten local public service agencies that should be assisted with funding through the CDBG Program.
- Monitor grant sub-recipients and maintain documentation necessary to meet federal guidelines.

**PROJECTS AUTHORIZED BY COUNCIL FOR 2011-12:**

Boys and Girls Club	\$5,500
Brother Benno	\$5,000
Carlsbad Opportunity Grants Program	\$5,000
Casa de Amparo	\$5,000
Catholic Charities	\$6,000
Center for Social Advocacy	\$19,100
Community Resource Center	\$5,000
Interfaith Community Services	\$5,500
Meals on Wheels	\$5,500
North County Food Bank	\$5,000
North County Health Services	\$5,000
North County Lifeline	\$5,000
So. Cal. Housing Collaborative	\$538,400
Women's Resource Center	\$6,000

**PROGRAM:** COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG)  
**FUND:** CDBG ENTITLEMENT **PAGE TWO**  
**PROGRAM GROUP:** HOUSING & NEIGHBORHOOD SERVICES ACCT NO. 391XXXX

**KEY ACHIEVEMENTS 2010-11:**

- Provided funding assistance to 13 nonprofit organizations.
- Met compliance requirements for timely expenditure of funds.
- Provided funding for programs that assisted over 1,500 Carlsbad residents.

**SIGNIFICANT CHANGES:**

The federal government approved a 16% reduction in CDBG funding for 2011-12; a plan was developed, however, to address said reduction in funds.

**PROGRAM: REDEVELOPMENT OPERATIONS  
VILLAGE AREA**  
**FUND: REDEVELOPMENT AGENCY**  
**PROGRAM GROUP: HOUSING & NEIGHBORHOOD SERVICES**

ACCT NO. 801XXXX,  
802XXXX

	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 BUDGET	2011-12 BUDGET
PERSONNEL	\$172,400	\$183,319	\$170,559	\$144,886
MAINTENANCE & OPERATIONS	1,875,777	3,171,657	1,603,845	1,297,068
CAPITAL OUTLAY	0	4,421,863	0	0
GRAND TOTAL	\$2,048,177	\$7,776,839	\$1,774,404	\$1,441,954
<b>FULL TIME POSITIONS</b>	<b>1.56</b>	<b>1.56</b>	<b>1.54</b>	<b>1.15</b>
<b>HOURLY/FTE POSITIONS</b>	<b>0.08</b>	<b>0.08</b>	<b>0.00</b>	<b>0.14</b>

**MISSION STATEMENT:**

Helping people achieve their dreams.

**PROGRAM ACTIVITIES:**

Implementation of the Carlsbad Village Master Plan

- Transition Village review permit processing to Community & Economic Development (CED) Department for Village Area; process revisions to Village Master Plan to Transfer authorities to CED.
- Administration of the Parking-In-Lieu Fee Program.
- Encourage property and business development or expansion in the Village Area, and provide support for continued revitalization and neighborhood enhancements.

Community Relations and Public Relations Program

- Work with the Carlsbad Village Association and other business organizations to continue community awareness and public relations activities and engagement.
- Continue implementation of the Village Beautification Program through coordination of maintenance and capital improvement efforts in the Village.
- Continue to work with CED and NCTD to resolve neighborhood issues associated with the Village Commuter Rail Station and surrounding properties, and to pursue mutual development opportunities.

**NEIGHBORHOOD PRESERVATION AND/OR ENHANCEMENT SERVICES:**

- Continue tree lighting program.
- Expand work with Village Neighborhood to implement action plan for continuing enhancement and revitalization.
- Continue efforts to encourage new or expanded businesses in the Village which support the neighborhood.
- Maintain marketing efforts and implementation of the Storefront Improvement Grant Program.
- Sustain banner programs, which include Salute to Our Military Heroes and Snapshots of Time.
- Host Community Conversations to further develop a strategy to repurpose the Oak Yard into a community activity, gathering or cultural arts center.

**KEY ACHIEVEMENTS FOR 2010-11:**

- Distributed over \$56,000 to local businesses (11 since program implementation) through the Storefront Improvement Grant Program.
- Initiated pilot project for decorative tree lighting program; installed eight (8) new acorn lights on State Street and Grand Avenue.
- In collaboration with the Cultural Arts Office and Valley Middle School, eight new banners featuring art of local schoolchildren are on display along Grand Avenue, between State Street and Roosevelt Street.
- Implementation of two new banner programs, Salute to Our Military Heroes and Snapshots of Time, which further celebrated the successes of redevelopment and connected the community.
- Completed Concept Plan to repurpose the Oak Yard into a community activity, gathering place and cultural arts center.
- Participated in the city effort to oppose construction of a second power station.

**PROGRAM:** REDEVELOPMENT OPERATIONS  
VILLAGE AREA  
**FUND:** REDEVELOPMENT AGENCY  
**PROGRAM GROUP:** HOUSING & NEIGHBORHOOD SERVICES

**PAGE TWO**

ACCT NO. 801XXXX,  
802XXXX

**SIGNIFICANT CHANGES:**

- Although the Carlsbad Village Redevelopment Plan expired in July of 2010, redevelopment activities will continue to be implemented for approximately ten years. Transition to other types of neighborhood service programs to implement revitalization activities has begun and will continue.
- Reduction of 0.39 FTE; transferred to other divisions within HNS to more accurately reflect work anticipated to be performed.
- Increase of 0.14 hourly FTE to more accurately reflect work anticipated to be performed.

**PROGRAM:** LOW/MODERATE INCOME HOUSING  
**FUND:** VILLAGE AREA  
**PROGRAM GROUP:** REDEVELOPMENT AGENCY  
HOUSING & NEIGHBORHOOD SERVICES ACCT NO. 8032420

	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 BUDGET	2011-12 BUDGET
PERSONNEL	\$39,283	\$39,246	\$39,625	\$49,057
MAINTENANCE & OPERATIONS	40,707	42,807	61,706	24,501
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$79,990	\$82,053	\$101,331	\$73,558
FULL TIME POSITIONS	0.29	0.29	0.29	0.25
HOURLY/FTE POSITIONS	0.00	0.00	0.00	0.00

### MISSION STATEMENT:

Helping people achieve their dreams.

### PROGRAM ACTIVITIES:

#### Affordable Housing Project Coordination

- Assist in the structure and implementation of affordable housing projects.
- Monitor existing developments for compliance purposes.

#### Affordable Housing Education Program

- Direct educational programs for citizens, businesses, and government agencies interested in affordable housing.

### PERFORMANCE/WORKLOAD MEASURES:

- Use existing low and moderate-income housing funds to develop property for an affordable housing project in the Village Redevelopment Area or elsewhere in the city with the appropriate benefit findings.
- Participate in at least three outreach programs, professional conferences, and/or citizen and business groups on affordable housing.

### SIGNIFICANT CHANGES:

- Decrease of 0.04 FTE transferred from other divisions to more accurately reflect work performed.
- New state legislation required a 5% reduction in expenditures.

**PROGRAM:** LOW/MODERATE INCOME HOUSING  
**FUND:** SOUTH CARLSBAD COASTAL AREA  
**PROGRAM GROUP:** REDEVELOPMENT AGENCY  
 HOUSING & NEIGHBORHOOD SERVICES ACCT NO. 8122420

	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 BUDGET	2011-12 BUDGET
PERSONNEL	\$22,711	\$22,430	\$34,148	\$39,267
MAINTENANCE & OPERATIONS	45,147	29,996	31,262	14,749
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$67,858	\$52,426	\$65,410	\$54,016
FULL TIME POSITIONS	0.15	0.15	0.24	0.20
HOURLY/FTE POSITIONS	0.00	0.00	0.00	0.00

#### MISSION STATEMENT:

Helping people achieve their dreams.

#### PROGRAM ACTIVITIES:

##### Implement City-wide Affordable Housing Programs

- Affordable Housing Project Coordination for Inclusionary Housing Development.
- Affordable Housing Education Activities.
- Development of affordable housing programs.
- Facilitation of development of new affordable housing projects.

#### PERFORMANCE/WORKLOAD MEASURES:

- Utilize low-income and moderate-income housing funds to assist with the development and/or construction of at least one new affordable housing project within the city limits of Carlsbad.
- Develop Housing Plan for South Carlsbad Coastal Redevelopment Area.

#### SIGNIFICANT CHANGES:

- Decrease of 0.04 FTE transferred from other divisions to more accurately reflect work performed.

